DOCUMENT RESUME

ED 422 626 EA 029 303

AUTHOR	Tornow, Walter W.; London, Manuel
TITLE	Maximizing the Value of 360-Degree Feedback: A Process for Successful Individual and Organizational Development.
INSTITUTION	Center for Creative Leadership, Greensboro, NC.
ISBN	ISBN-0-7879-0958-0
PUB DATE	1998-00-00
NOTE	291p.
AVAILABLE FROM	Jossey-Bass Publishers, Inc., Publishers, 350 Sansome Street, San Francisco, CA 94104 ($42.95).
PUB TYPE	Books (010) -- Guides - Non-Classroom (055)
EDRS PRICE	Document Not Available from EDRS.
DESCRIPTORS	Behavior Change; *Feedback; Human Resources; *Individual Development; Management Systems; *Organizational Development; Organizational Effectiveness; *Organizational Theories; *Performance Based Assessment
IDENTIFIERS	*360 Degree Feedback

ABSTRACT

Ways in which organizations can enhance their use of "360-degree feedback" are presented. The book begins with a review of the process itself, emphasizing that 360-degree feedback should be a core element of self-development. The book is divided into three parts. Part 1 describes how to maximize the value of the process for individual development, defining the process and providing information on how its basic elements can be enhanced by making it part of a development program. In part 2, the benefits of the process are explored, as are the major ways that it can promote organizational development, can involve customers in the process, and can graft 360-degree feedback into a continuous learning culture. The last part presents the evaluation process from administrative and technical perspectives, providing an evaluation of alternative designs for feedback instruments, discussing what is involved in applying the process in different countries, and addressing the question surrounding success. The text concludes with an overall view of the challenges of using the process, and it reflects on issues surrounding the use of 360-degree feedback. (Contains approximately 300 references and an index.) (RJM)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****